



# **Colorado Court Improvement Program Assessment Report**

**Federal Fiscal Year 2007**

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# Colorado Court Improvement Program Assessment Report Federal Fiscal Year 2007

*As set forth by Administration of Children and Families Program Instruction ACYF-CB-PI-06-05 and ACYF-CB-PI-07-09 this report must be submitted on December 31, 2007 and should detail the outcomes of the basic grant, data collection and analysis grant, and training grant activities included in each strategic plan and demonstrate that they have measurably and tangibly helped to provide for the safety, permanence and well-being of children in foster care.*

## I. INTRODUCTION

In October 2006, the Colorado Supreme Court was awarded the Court Improvement Program basic, data collection and analysis (hereinafter “technology grant”), and training grants from the Administration of Children and Families. The funding required Colorado’s Court Improvement Program to develop strategic plans for each grant and permitted Colorado to develop those plans during the period of October 2006 through August 2007.<sup>1</sup> In December 2006 the Colorado Court Improvement Program commenced strategic planning activities that resulted in the submission of the technology and training grant applications on June 30, 2007 and the basic grant application on August 1, 2007. Each grant application included an integrated strategic plan and work plan (Appendix A, Combined Strategic Plan and Work Plan).

The 2007 Colorado Court Improvement Program Assessment Report (hereinafter “Assessment”) sets forth the progress and outcomes of the basic, technology, and training grant strategic planning activities during the grant reporting period of October 2006 – September 2007. The primary outcome achieved during this reporting period was the creation of Colorado’s strategic plans for each of the grants. The implementation of the actions steps set forth in each strategic plan during the reporting period are very limited, due to the fact that the strategic plans were being developed during the first eleven months of the reporting period.

The overall goal of strategic plan is to improve the safety permanency and well-being of children in foster care. The strategic plan is designed to create ongoing and sustainable systems change across the child welfare system by developing an infrastructure for the delivery of training and technical assistance to all child welfare stakeholders. The activities included in the strategic plan are designed to institutionalize this infrastructure and delivery system over approximately a five year period of time that begun in October 2007.

The integration of the basic, technology and training grants resulted in four main programmatic components:

### **A) BEST PRACTICE COURTS PROGRAM**

The Best Practice Courts Program is designed to develop and foster permanent collaborative court structures. This program is based on the National Council of Juvenile and

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<sup>1</sup> ACYF-CB-PI-06-05 and ACYF-CB-PI-07-09

Family Courts Judges Model Court Program. Similar to the Model Courts Program, Best Practice Courts are designed to identify key stakeholders; include them in the strategic planning processes; begin assessing systems' functioning; target specific, attainable goals; provide the information, materials, faculty, and mentors necessary to reach these goals; and support ongoing efforts to effect substantive, sustainable change. The focus of the program activities is two-fold 1) develop multi-disciplinary teams in each jurisdiction; 2) implement Chief Justice Directives 96-08 and 98-02 and other best practices.

**B) CHILD WELFARE TRAINING PROGRAM (HEREINAFTER “TRAINING PROGRAM”)**

The Training Program is designed to deliver multi-disciplinary training curriculum to Best Practice Courts teams and other child welfare stakeholders. The training curriculum will consist of categories that address the core knowledge base for those practicing in the child welfare system such as: roles and responsibilities; procedure and practice; information; child development; collaborative process; individual development; community and culture; law; and services. The focus of the program activities is three-fold: 1) assess training needs; 2) develop training curriculum; 3) deliver multi-disciplinary training.

**C) FAMILY JUSTICE INFORMATION SYSTEM PROGRAM (HEREINAFTER “FAMJIS PROGRAM”)**

The FAMJIS Program is designed to deliver training and technical assistance to Best Practice Court teams. The FAMJIS is an information management system that allows for the real time exchange of child welfare data between the Colorado Judicial Department and Colorado Department of Human Services. The FAMJIS allows for the sharing of information related to safety, permanency, well-being and timeliness in child welfare cases. As a result of FAMJIS, outcome based management reports and case management tools have been designed to improve the handling of child welfare cases. The focus of the program activities are two-fold: 1) assess judicial and stakeholder training needs; 2) deliver statewide technical assistance designed to ensure utilization and enhance the capabilities of case management tools and reports related to safety, permanency, timeliness and due process.

**D) RESPONDENT PARENTS’ COUNSEL PROGRAM (HEREINAFTER “RPC PROGRAM”)**

Recognizing the importance of respondent parents’ counsel in protecting the fundamental interest of parents in the care, custody and control of their children, the Colorado Court Improvement Program supported the development of a RPC Task Force in October 2005. The RPC Program is designed to improve the representation of parents by court appointed attorneys. The focus of program activities is four-fold: 1) assess RPC training needs; 2) develop curriculum and deliver statewide RPC training; 3) implement the recommendation of the RPC Task Force and the needs assessment; 4) continue to obtain information, assess RPC services and address statewide and regional issues with RPC through ongoing field visits to jurisdictions.

## **II. DESCRIPTION OF THE UTILIZATION OF COURT IMPROVEMENT PROGRAM FUNDS**

*The Colorado Court Improvement Program identified a need to develop an integrated strategic plan that blended the funding of the basic, training and technology grants into one Court Improvement Program as set forth in Administration of Families Program Instruction.<sup>2</sup> The funding in each of the three grants have and will be utilized to fund the activities of the each of the four programmatic components listed in Section I. The Colorado Court Improvement Program continues to work towards achieving the goals set forth in the strategic plan and implementing each of its four programmatic components. Progress is steady and many of the preliminary steps have been set into place. Primarily during the next twelve months Colorado hopes to develop an infrastructure for the delivery of training and technical assistance across the state.*

### **A) NEEDS ADDRESSED WITH COURT IMPROVEMENT FUNDS**

#### **i) BASIC GRANT FUNDS**

Although Colorado received the basic grant funding in October 2006, no funding from this grant was utilized to support the strategic planning process.

#### **ii) TRAINING GRANT FUNDS**

Court Improvement Program funds were utilized to hire a part time training coordinator to provide training and technical assistance, develop the training strategic plan and staff the training subcommittee established in December 2006. The Court Improvement Program Training Coordinator is an employee of the Colorado Judicial Department and works very closely with stakeholder agencies e.g. The Colorado Department of Human Services.

#### **iii) TECHNOLOGY GRANT FUNDS**

Court Improvement Program funds were utilized to hire three part time FAMJIS Analysts to provide training and technical assistance, develop the strategic plan and staff the technology subcommittee. All three staff positions are employees of the Colorado Judicial Department. However, a FAMJIS Liaison position was created through a memorandum of understanding with the Colorado Department of Human Services. The FAMJIS Liaison is responsible for coordinating training and technical assistance with child welfare program staff in local departments of social/human services; a need that was identified during the strategic planning process. (Appendix B, FAMJIS Liaison Job Description).

### **B) PROGRAMS AND ACTIVITIES DEVELOPED AND IMPLEMENTED TO ADDRESS NEEDS**

#### **i) BASIC GRANT PROGRAMS AND ACTIVITIES**

(1) Established Subcommittees: Three multi-disciplinary subcommittees were established in December 2006. The subcommittees were staffed by the Court

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<sup>2</sup> ACYF-CB-PI-07-09 and ACYF-CB-PI-06-05

Improvement Coordinator and met on a monthly basis December 2006 – August 2007. These subcommittees were organized as follows:

- Collaborative Efforts: Responsible for developing the Best Practice Courts Program.
- Legislative and Policy: Responsible for developing the policy required by ACYF-CB-PI-07-03.
- Small/Medium/Mid-sized Jurisdiction: Responsible for reviewing strategic plans and providing statewide perspective related to viability and efficacy of proposals.

(2) Identified Lead Judges: In April 2007, Chief Judges in each of Colorado’s Twenty-Two Judicial Districts designated Lead Juvenile Judges (hereinafter “Lead Judges”) who will be responsible for instituting Best Practice Courts. Technical assistance and training will be coordinated with Lead Judges over the next twelve months with particular emphasis on creating multi-disciplinary teams in each judicial district.

(3) Established Statewide Model Courts Contract: Negotiations with the National Council of Juvenile and Family Court Judges began in August 2007 to develop a Statewide Model Courts Project. The contract will aid in the development of the Best Practice Courts Program and will provide the following services to the Colorado Court Improvement Program (Appendix C, Model Court Scope of Work):

- National Council of Juvenile and Family Court Judges Memberships to State of Colorado Judicial Officers.
- Ongoing technical assistance from a designated Information Specialist.
- Scholarships to National Council of Juvenile and Family Court Judges conferences.
- Directed technical assistance and training delivered by a designated Model Court Liaison.
- Site visits in local courts.
- *RESOURCE GUIDELINES* Training<sup>3</sup> in three judicial districts.

(4) Issued Final Task Force Report and Recommendations: As summarized in the FFY 2006 Court Improvement Program Report the RPC Program activities were funded with FFY 2005 Basic Court Improvement Program funding. This funding was utilized to conduct a statewide needs assessment and grant matching funds were used to hire a Family Representation Coordinator responsible for overseeing RPC Task Force activities. In September 2007, the Colorado Court Improvement Program RPC Task Force submitted its Final Report to the Colorado Supreme Court. The Final Report can be downloaded from the Court Improvement Program page of the Colorado Judicial Branch website.<sup>4</sup>

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<sup>3</sup> “RESOURCE GUIDELINES – Improving Court Practice in Child Abuse and Neglect Cases, published by the National Council of Juvenile and Family Court Judges, Reno, Nevada” 1995.

<sup>4</sup> [http://www.courts.state.co.us/supct/committees/courtimprovementdocs/Final\\_Report\\_9\\_24\\_07.pdf](http://www.courts.state.co.us/supct/committees/courtimprovementdocs/Final_Report_9_24_07.pdf)

(5) Coordinated with the Colorado Department of Human Services on Child and Family Services Review Activities: The Court Improvement Coordinator and Colorado Department of Human Services began meeting regularly in 2007 to prepare for the Child and Family Services Review. These meetings have aided in the dissemination of information regarding the Child and Family Services Review to judicial officers and attorneys. The agenda of the Court Improvement Program meetings held in August 2007 and November 2007 focused on the Child and Family Services Review measures. The work of the Court Improvement Program in 2008 will focus on studying outcome measures in preparation for making Program Improvement Plan recommendations.

ii) **TRAINING GRANT PROGRAMS AND ACTIVITIES**

(1) Hired Training Coordinator: A part time Court Improvement Program Training Coordinator was hired to staff the training subcommittee and coordinate training efforts.

(2) Established Training Subcommittee: The training subcommittee was established in December 2006. The subcommittee was staffed by the Training Coordinator and was charged with developing the strategic plan for the training grant. The subcommittee continue to meet monthly and is working to develop the cross-systems training goals and objectives for the curriculum outlined in the strategic plan. Completion of the training curriculum is expected to be for May 2008.

(3) Conducted Cross-Systems Training: Through the efforts of the Training Coordinator and as reported in the FFY 2006 Court Improvement Program Report, the Family Issues Conference sponsored by the Court Improvement Program and the Child Welfare Conference (June 6 – 8, 2007) sponsored by the Colorado Department of Human Services were co-located to create a joint conference offering cross-systems training focusing on collaboration, Model Courts, Child and Family Services Review, FAMJIS, strategic planning and organizational development.

(4) Planning Follow Up Cross-System Training: Following the success of the cross-systems training in 2007. The Training Coordinator and other CIP judicial personnel worked collaboratively through bi- monthly meetings with Colorado Department of Human Services and other stakeholders to plan the First Annual Colorado Summit on Children, Youth and Families to be held in May 2008. The focus of the 2008 Summit is child welfare related topics and is comprised of judicial training, cross-systems training and team training. The judicial component will comprise the first day of training and will be limited to judges. The second day will be cross training and will involve a team track for Best Practice Courts in the morning and cross-training sessions in the afternoon. The third and fourth days of the Summit will offer sessions of interest to judicial, legal and human services attendees. At the close of the 2008 Summit, the Best Practice Court Teams will reconvene to share lessons learned and future goals.

iii) **TECHNOLOGY GRANT PROGRAMS AND ACTIVITIES**

(1) Coordinated Training with Colorado Department of Human Services: The Colorado Judicial Branch continues to work very closely on the FAMJIS Program with



the Colorado Department of Human Services. This partnership originated in 2004 when the Judicial Branch received the Strengthening Abuse and Neglect Courts of America (SANCA) Grant from the Office of Juvenile Justice and Delinquency Prevention. Since September 2005 the two agencies have been electronically exchanging child welfare and court data but staff training was conducted separately. The technology grant was utilized to hire a FAMJIS Liaison charged with coordinating and delivering training to local departments of human/social services. The FAMJIS Liaison is a Judicial Branch employee; however, day-to-day supervision is the responsibility of the Colorado Department of Human Services as outlined in a memorandum of understanding the two agencies signed.

(2) Hired FAMJIS Program Staff: In September 2006, the FAMJIS Coordinator who coordinated the Strengthening Abuse and Neglect Courts of America (SANCA) Project 2004 - 2006 was hired to manage the FAMJIS Program. In November 2006, a part-time FAMJIS Analyst was hired to assist with FAMJIS implementation and on-going training for judicial staff. In response to the technology subcommittee's recommendation, a part-time Colorado Department of Human Services employee was hired in July 2007 as a FAMJIS Analyst to provide training and technical assistance to local department of human/social services staff. Lastly, the hiring of a computer programmer at .60 FTE within the judicial branch was scheduled for November 2007. The programmer will prepare updates and fixes to the existing FAMJIS program.

(3) Established Technology Subcommittee: The technology subcommittee began meeting monthly in March 2007. The subcommittee was staffed by a part time FAMJIS analyst and was charged with developing the strategic plan for the technology grant. The subcommittee identified the following priorities:

- Hire a part-time CDHS employee to conduct statewide joint agency training with the FAMJIS analyst;
- Develop, pilot, and rollout a joint agency training plan;
- Complete implementation of and develop training plan for management reports;
- Establish a mechanism for electronic filing of caseworker reports;
- Include delinquency and adoption cases in the data transfer process for those cases in which the department is involved;
- Identify additional management reports for production.

(4) Conducted Follow-Up Training: Initial statewide FAMJIS training was began in August 2005 and was completed in February 2007. Post training analysis indicated that follow-up training for those that could not attend the initial training was necessary. The follow up trainings primarily focused on electronically connecting and matching court cases with agency cases and were conducted via teleconference two to three times weekly from June 2007 through September 2007.

(5) Developed Management Reports: A case matching report was devised to illustrate each court locations case matching rate and to provide a tangible management tool that could track each jurisdictions progress and lead to improvements. The key to

the electronic exchange of data between the court and agency is the connecting and matching of court cases with agency cases, if the cases are not matched and connected the electronic exchange of data does not occur. This case matching report is run quarterly by FAMJIS staff and is provided to both local courts and local department of human/social services. The report contains the percentage of cases matched and a detailed list of unmatched cases. Also a statewide report containing connection rates for each court location is published quarterly in order to compare and contrast connection rates statewide. (Appendix D, FAMJIS Case Matching Reports).

(6) Conducted Technical Assistance Visit: In April 2007, the Presiding Juvenile Judge in the Fourth Judicial District (El Paso County) requested FAMJIS technical assistance because data transfers were not functioning properly. Technical assistance visits involving court staff and local department of social services staff were scheduled and conducted in May and June 2007. The cross-systems training resulted in substantial changes to practices and procedures to ensure the successful exchange of data. The success of the Colorado Springs training provided the foundation for the development of a joint agency and court training curriculum. The experience also illustrated strong judicial leadership and active collaboration between the court and agency.

(7) Developed Statewide Training Curriculum: Learning from the lessons of the Colorado Springs training and incorporating the recommendations of the technology subcommittee, a one-day FAMJIS cross-systems training curriculum was developed. FAMJIS staff then planned to deliver the curriculum in two jurisdictions each month beginning in October 2007. The training curriculum consisted of individual agency training in the morning and cross-systems training in the afternoon (Appendix E, FAMJIS Training Curriculum). The cross-systems training involve a real time demonstration of Judicial (ICON/Eclipse) and Colorado Department of Human Services (TRAILS) case management systems. The purpose of the real time demonstration is to provide a visual illustration of the data connection and transfer process, and to provide an illustration of how the data connection process impacts each agencies business practices. In August, 2007 a 'Save the Date' memo was sent to each judicial district (Appendix F, Statewide FAMJIS Training Schedule). The training was piloted in the Twenty First Judicial District (Mesa County) in early October 2007.

(8) Developed Electronic Exchange Protocol: The first planning meeting for the electronic exchange of caseworker reports took place in September 2007. Business analysts and Chief Information Officers from the Judicial Branch and Colorado Department of Human Services met to strategize and identify technical options for this effort. A workgroup consisting of judicial officers and caseworkers from around the state has been established with a first meeting date of January 11, 2008.

## **C) OUTCOMES**

### **i) BASIC GRANT OUTCOMES**

(1) Awarded Basic Grant: Basic Grant application and strategic plan was submitted on August 1, 2007 and funding awarded on October 1, 2007.

(2) Executed Model Courts Contract: The Statewide Model Courts contract was executed in December 2007. Additionally, eighty judicial officers were provided memberships to the National Council of Juvenile and Family Court Judges (Appendix G, Benefits of NCJFCJ Membership).

(3) Development of RPC Strategic Plan: The Colorado State Court Administrator's Office has begun developing a three year strategic plan in response to the recommendations of the RPC Task Force. The following action steps are under consideration:

- Hiring an additional management analyst at the State Court Administrator's Office to address RPC issues e.g. access to resources such expert witnesses, motions and pleadings.
- Including RPC Practice Guidelines in a Chief Justice Directive.
- Developing and delivering training curriculum.
- Changing RPC pay structure from contract to hourly in a pilot jurisdiction.

## ii) TRAINING GRANT OUTCOMES

(1) Awarded Training Grant: Training Grant application and strategic plan was submitted on June 30, 2007 and funding awarded on October 1, 2007.

(2) Conducted Cross-System Training: Through the efforts of the Training Coordinator and as reported in the FFY 2006 Court Improvement Program Report, the Family Issues Conference sponsored by the Court Improvement Program and the Child Welfare Conference (June 6 – 8, 2007) sponsored by the Colorado Department of Human Services were co-located to create a joint conference offering multi-disciplinary training sessions focusing on collaboration, Model Courts, Child and Family Services Review, FAMJIS, strategic planning and organizational development. This change to the conference format provided an opportunity to advance the collaborative efforts between the Colorado Judicial Department and other key stakeholders in the child welfare system. Several legal related sessions were designed specifically to attract multi-disciplinary audiences and were rated individually by participants for overall content and presentation.

- *Judicial Decision Making* was offered twice and was rated by participants with an overall score of 3.89 on a scale of 1-5 with 1=poor and 5=excellent. This session ranked fourth of best attended workshops with attendance of 56 in the first session and 50 in the second session. A typical participant comment for *Judicial Decision Making* was, "This session was a great opportunity for child welfare workers to ask judges and magistrates direct questions about their thoughts and court practices when overseeing D&N cases."
- *Court Improvement Project* was offered as a single session and was attended by 38 participants with an overall score of 3.36 on a scale of 1-5 with 1=poor and 5=excellent. Participant comments ranged from,

“Exciting that this is going on!” to “It is concerning that the CIP does not focus on working with front line staff such as Caseworkers or probation officers, but are working with county directors.”

- *The Role of the Lawyer in Dependency and Neglect Cases* was offered once as a small workshop with attendance limited to 15 participants. The fifteen participants rated the session with an overall score of 3.75 on a scale of 1-5 with 1=poor and 5=excellent. A typical participant comment was, “I liked the panel format; helpful info from attorney’s perspective.”

(3) Planned First Annual Summit on Children, Youth and Families: The success of the 2007 cross-training has led to a total immersion and collaborative effort between the Colorado Judicial Branch and the Colorado Department of Human Services to combine their annual conferences into a multi-disciplinary conference, the Colorado Summit on Children, Youth and Families that will be held in May 2008.

### iii) TECHNOLOGY GRANT OUTCOMES

(1) Awarded Technology Grant: Technology Grant application and strategic plan was submitted on June 30, 2007 and funding awarded on October 1, 2007.

(2) Pre-Training Survey: Information is gathered prior to each FAMJIS cross-systems training through an on-line survey that is distributed to court clerks, judicial officers, case managers, facilitators, and department of human/social services staff (Appendix H, FAMJIS Pre-Training Surveys). The FAMJIS analysts review the survey results prior to each site visit so that specific needs can be addressed during the training. It also helps the analysts determine which areas need more or less attention during their presentations.

The analysis of the surveys has indicated the following themes:

- Users believe that they receive better case information as a result of the data transfers.
- Users believe that they have easier access to information as a result of the data transfers.
- Broad understanding of the SANCA and FAMJIS projects is poor.
- Judicial users still feel uncomfortable with the case connection and case history building processes.
- There is a need for further coding training for judicial staff.
- Users need a better understanding of available case management tools.

(3) Post Training Survey: At the conclusion of FAMJIS cross-systems training, evaluations are given to participants (Appendix I, FAMJIS Post Training Survey). Analysis of these surveys has indicated the following:

- “What was the strength of the training program?” Responses indicate the format, materials, handouts, trainer knowledge, organization, and live demonstration as the greatest strengths.
- “What is the weakness of the FAMJIS program?” Responses indicate all parties do not use the system to its fullest potential.
- “Did your understanding of the topic improve as a result of the training? If so, how?” Responses indicate participants have a greater understanding of how the data and data entry impacts the other agency and have a better understanding of each other’s job responsibilities.
- “What will you do differently when you return to work?” Responses indicate that attendees will pay more attention to: 1) data entry and code utilization as it impacts management reports; 2) connecting cases in a timely fashion; and 3) maintain contact with each agency’s liaison as established during the site visit.
- Most survey respondents expressed a need for on-going training and collaboration.
- Judicial attendees indicated a need for further training on the case management reports.

(4) Case Matching Report Results: The case matching reports were first distributed in February 2007. Since that time there has been a 10-15% increase in the matching percentages in the jurisdictions with larger caseloads (200 +). The connection rates in jurisdictions with medium sized caseloads (100 – 200) have generally remained the same. The jurisdictions with smaller caseloads (0 – 100) are more difficult to compare as it depends on whether or not a dependency and neglect case was filed during the reporting period and further analysis is required. However, the local courts and departments of human/social services are utilizing the reports as a management tool to enhance the matching cases.

### **III. OVERALL PROGRESS TOWARDS THE GOALS DELINEATED IN THE STRATEGIC PLAN.**

The goals and activities delineated in the strategic plan are primarily based on two key assumptions: 1) Implementing the Court Improvement Program court reform efforts will improve the safety, permanency, well-being, and due process for children and families involved in the child protection court system; 2) All training activities will provide safety, permanence, and well-being for children in foster care. These assumptions and their correlating activities, intermediate outcomes and impact are integrated in the Combined Basic, Training, and Technology Strategic Plan attached in Appendix A. At this stage it is difficult to illustrate the overall progress of strategic plan implementation without describing the progress towards implementing the activities delineated in the Combined Strategic Plan. This description of activities will first be organized by the assumptions listed above in relation to the action strategies for the basic, training and technology grant. However, it must be noted that the action strategies are not mutually exclusive and must occur simultaneously in order to achieve the goals delineated in the strategic plan.

## A) IMPLEMENTING THE COURT IMPROVEMENT PROGRAM COURT REFORM EFFORTS

### i) PROGRESS TOWARDS BASIC GRANT ACTION STRATEGIES

(1) Establish a CIP Collaborative Court Program in each jurisdiction charged with implementing Colorado Chief Justice Directives 96-08 and 98-02, National Council of Juvenile and Family Court Judges (NCJFCJ) Resource Guidelines, NCJFCJ Adoption and Permanency Guidelines, and NCJFCJ Building a Better Collaborative: Progress towards this goal is being established through the development of training activities that will address the Chief Justice Directives and NCJFCJ best practice materials. Through the statewide Model Courts Contract *Resource Guideline* cross-systems training will be held regionally in three judicial districts in 2008. This training will also address the Chief Justice Directives. At the May 2008 Summit on Children, Youth and Families a session on *Resource Guideline* will be offered to judicial officers and court staff. Also at the Summit cross-systems team training will address the connection between the Chief Justice Directives, Resource Guidelines and Child and Family Services Review Program Improvement Plan.

The team training at the Summit will also function as a mechanism for each jurisdiction to establish a multi-disciplinary team. These teams will receive information regarding the Best Practice Courts Program and will be given the opportunity to identify their training and technical assistance.

(2) Establish local multi-disciplinary team in every jurisdiction: Progress towards this goal will be established at the 2008 Summit on Children, Youth and Families. The cross-systems team training will function as a Best Practice Courts Program Kickoff Meeting. In preparation for the Summit family court facilitator training is scheduled for February 2008. Family court facilitators function in a unique role in Colorado's Juvenile Courts and are responsible for organizing and implementing collaborative efforts between courts and child welfare stakeholders. At the training family court facilitators will share strategies for developing local multi-disciplinary teams and best practices. Approximately, twelve of Colorado's Twenty-Two Judicial Districts have established multi-disciplinary teams. Some of these teams meet on an ongoing basis, while others meet on an ad hoc basis that usually involves special projects such as Integrated Family Drug Court. Additionally, some of these multi-disciplinary teams focus on juvenile delinquency and truancy matters. The Court Improvement Program plans to identify existing teams in order to provide training and technical assistance. The family court facilitator training in February 2008 will be utilized to identify existing multi-disciplinary teams and effective practices.

(3) Contract with National Council of Juvenile Family Court Judges Permanency Planning for Children Department Model Courts Program: This goal has been accomplished and a contract was executed in December 2007, the scope of work is contained in Appendix C.

(4) Establish technical assistance teams within Family Issues Unit (SCAO) and in conjunction with local multi-disciplinary teams: The first step in achieving this goal is to identify best practices throughout the state and establishing local multi-disciplinary teams. At the 2008 family court facilitator training existing multi-disciplinary teams will be identified along with best practices in each judicial district. A yearbook memorializing this information will be developed following the training and will be utilized to develop technical assistance teams. Currently, information and technical assistance is provided to jurisdictions upon request.

(5) Establish and implement best practices: The progress towards this goal has been provided in the description of the 2008 family court facilitator training and Summit on Children, Youth and Families in Number 1, 2 and 4.

ii) **PROGRESS TOWARDS TRAINING GRANT ACTION STRATEGIES**

(1) Develop judicial training program and curriculum: Progress towards this goal has been established through the development of training curriculum by the training subcommittee. The training subcommittee has met monthly since August 2008 to develop curriculum and plan to complete this task in May 2008.

(2) Develop Multi-Disciplinary Training Program and Curriculum: Same as the answer listed in Number 1.

(3) Develop Cross-Systems Training Program and Curriculum: Same as the answer listed in Number 1.

(4) Develop training curriculum for court appointed attorneys: Same as the answer listed in Number 1.

iii) **PROGRESS TOWARDS TECHNOLOGY GRANT ACTION STRATEGIES**

(1) Develop judicial officer, judicial staff, and social services training Curriculum focused on performance measures and utilization of outcome based management reports to ensure utilization of FAMJIS statewide: Progress towards this goal has been established through the development of the FAMJIS cross-systems training curriculum included in Appendix E.

(2) Develop data exchanges between Colorado Judicial Department and Colorado Department of Human Services and other stakeholder agencies to create case management tools designed to improve information related to safety, permanency, timeliness and due process: Progress towards this goal will be achieved in January 2008 when the technology subcommittee begins to meet and plan for the electronic exchange of caseworker reports.

(3) Develop statewide technical assistance plan: Progress towards this goal has been achieved through the establishment of the FAMJIS technical assistance and training

schedule outlined in Appendix F. As additional needs are identified the technical assistance plan will be updated.

**B) ALL TRAINING ACTIVITIES WILL PROVIDE SAFETY, PERMANENCE, AND WELL-BEING FOR CHILDREN IN FOSTER CARE**

**i) PROGRESS TOWARDS BASIC GRANT ACTION STRATEGIES**

(1) Provide ongoing local multi-disciplinary training programs: Progress towards this goal will be established in 2008 when *Resource Guidelines* training are held in three local jurisdictions. As local teams are established training programs in local jurisdictions will be increased.

(2) Provide ongoing local technical assistance and assessment (qualitative and quantitative): Progress towards this goal will be established as local teams are established in each jurisdiction and technical assistance is requested.

**ii) PROGRESS TOWARDS TRAINING GRANT ACTION STRATEGIES**

(1) Provide annual regional cross-systems training: Progress towards this goal has not been established. However, the local 2008 *Resource Guidelines* training will be advertised to regional audiences.

(2) Provide annual statewide judicial training: Progress towards this goal will be established when a full day judicial training will be conducted at the May 2008 Summit on Children, Youth and Families.

(3) Provide annual statewide cross-systems training: Progress towards this goal will be established when a half day of cross-systems training will be conducted at the May 2008 Summit on Children, Youth and Families. Additionally, several sessions are geared towards multi-disciplinary audiences. It is expected that judges, county directors of human/social services, caseworkers, attorneys and other stakeholders will attend the Summit.

(4) Provide ongoing local multi-disciplinary trainings: Same as the answer listed in Number 1.

(5) Provide training to court appointed attorneys: Progress towards this goal will be accomplished at the May 2008 Summit on Children, Youth and Families. A full day of role specific training will be conducted at the Summit. It is expected that guardian's ad litem, respondent parents' counsel and city/county attorneys will attend these sessions.

**iii) PROGRESS TOWARDS TECHNOLOGY GRANT ACTION STRATEGIES**

(1) Provide ongoing local training in combination with annual regional and statewide training focused on utilization of outcome based management reports and case



management tools designed to improve information related to safety, permanency, timeliness and due process: Progress towards achieving this goal has been established through the development of the case matching reports contained in Appendix D. Local training is currently focused on case matching and raising the awareness of the presence of management reports and case management tools. As utilization of the FAMJIS is increased regional and statewide trainings will be scheduled on an annual basis.

(2) Implement statewide technical assistance plan: Progress towards achieving this goal has been established through the delivery of the FAMJIS training curriculum and technical assistance outlined in Appendix E and F.

## **IV. FINDINGS, RECOMMENDATIONS, OR REPORTS OF THE STATEWIDE TASK FORCE.**

### **A) RESPONDENT PARENTS' TASK FORCE FINAL REPORT TO THE COLORADO SUPREME COURT**

In September 2007, based on the Task Force members' experience and expertise, its review of the Needs Assessment and literature concerning RPC, and the information gathered from other states and stakeholders in dependency proceedings throughout Colorado, the Task Force made the following recommendations to improve the system of representation for parents in Colorado:

- Centralize oversight, administration, and support of RPC in an independent office similar to the Office of Alternate Defense Counsel or the Office of the Child's Representative.<sup>5</sup>
- Promulgate the Task Force's proposed Practice Guidelines for Respondent Parents' Counsel in Dependency and Neglect Cases through a Chief Justice Directive applicable to all attorneys representing parents in dependency and neglect proceedings and make compliance with the guidelines a term of the contract for state-appointed RPC.
- Provide relevant, accessible, and role-specific training for all RPC, as well as a mentoring program for new RPC.
- Establish a compensation structure and rate that achieve parity among parties in dependency and neglect proceedings and enable thorough and adequate preparation of cases by RPC. The Task Force recommends a conversion to hourly compensation for all RPC as a significant first step, and it also recommends the piloting of staff office models in select areas.
- Establish uniform access to experts, investigators, and other forms of representation support.
- Consider rules, policies, and procedures that provide RPC with access to information and facilities commensurate with other attorneys in dependency and neglect cases.

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<sup>5</sup> For more information related to the Office of the Child's Representative and Alternative Defense Counsel visit <http://www.coloradochildrep.com/> and <http://www.coloradoadc.com/>.

The full report can be downloaded from the Court Improvement Program page of the Colorado of the Colorado Judicial Branch.<sup>6</sup>

**B) CHIEF JUSTICE MANDATE**

The Colorado Court Improvement Program Legislative and Policy Subcommittee developed a memorandum that was signed by the Chief Justice and issued to all District Court Judges on July 10, 2007. To qualify for the Court Improvement Program Grant the Chief Justice was required to issue a mandate to lower courts requiring them to ensure that notice of all court proceedings to foster parents, pre-adoptive parents or relative caregivers is being provided consistent with section 438 of the Social Security Act.<sup>7</sup> (Appendix J, Chief Justice Memorandum).

**V. RESULTS OF ANY ASSESSMENT OF ACTIVITIES FUNDED UNDER GRANT.**

No assessment activities were conducted or funded under the basic, training or technology grants in this grant reporting period.

**VI. CONCLUSION**

The Colorado Court Improvement Program continues to work toward implementation of the strategic plan. The Colorado Judicial Department, Court Improvement Program and Colorado Department of Human Services continue to work closely in preparation for the Child and Family Services Review. Issues and needs identified in the 2008 Child and Family Services Review will be incorporated into the strategic plan. All activities are designed to provide for the safety, permanence, and well-being of children in foster care.

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<sup>6</sup> The Final Report and Recommendations can be downloaded at [http://www.courts.state.co.us/supct/committees/courtimprovementdocs/Final\\_Report\\_9\\_24\\_07.pdf](http://www.courts.state.co.us/supct/committees/courtimprovementdocs/Final_Report_9_24_07.pdf).

<sup>7</sup> ACYF-CB-PI-07-03

# **APPENDIX A**

## **COMBINED STRATEGIC PLAN AND WORK PLAN**

Colorado Supreme Court Court Improvement Program Combined Basic, Training, and Technology Grant Strategic Plan 2007

Assumption	Activities	Intermediate Outcomes	Impact
<p>Implementing the Court Improvement Program (CIP) court reform efforts will improve the safety, permanency, well-being, and due process for children and families involved in the child protection court system.</p>	<p><b>Basic CIP Grant Action Strategy</b></p> <ol style="list-style-type: none"> <li>1. Establish a CIP Collaborative Court Program in each jurisdiction charged with implementing Colorado Chief Justice Directives 96-08 and 98-02, NCJFCJ Resource Guidelines, NCJFCJ Adoption and Permanency Guidelines, and NCJFCJ Building a Better Collaborative.</li> <li>2. Establish local multi-disciplinary team in every jurisdiction.</li> <li>3. Contract with National Council of Juvenile Family Court Judges Permanency Planning for Children Department Model Courts Program.</li> <li>4. Establish technical assistance teams within Family Issues Unit (SCAO) and in conjunction with local multi-disciplinary teams.</li> <li>5. Establish and implement best practices.</li> </ol> <p><b>Technology Grant Action Strategy</b></p> <ol style="list-style-type: none"> <li>1. Develop Judicial Officer, Judicial Staff, and Social Services Training Curriculum focused on SANCA Performance Measures and utilization of outcome based management reports to ensure utilization of SANCA/FAMJIS System statewide.</li> <li>2. Develop data exchanges between Colorado Judicial Department and Colorado Department of Human Services and other stakeholder agencies to create case management tools designed to improve information related to safety, permanency, timeliness and due process.</li> <li>3. Develop statewide technical assistance plan.</li> </ol> <p><b>Training Grant Action</b></p> <ol style="list-style-type: none"> <li>1. Develop judicial training program and curriculum.</li> <li>2. Develop Multi-Disciplinary Training Program and Curriculum.</li> <li>3. Develop Cross-Systems Training Program and Curriculum.</li> <li>4. Develop training curriculum for court appointed attorneys.</li> </ol>	<p>A. Increase knowledge and understanding of stakeholder's roles and responsibilities in child welfare system.</p> <p>B. Develop collaborative court structures in each judicial district with clearly defined goals.</p> <p>C. Expand resources and identify strategies for effective utilization of existing resources.</p> <p>D. Utilize technology to improve outcomes related to safety, permanency, timeliness and due process.</p>	<p>The system that protects children strengthens families and does not do greater harm to abused and neglected children involved in the child welfare system.</p>
<p>All training activities will provide safety, well-being, and permanence for children in foster care.</p>	<p><b>Basic CIP Grant Action Strategy</b></p> <ol style="list-style-type: none"> <li>1. Provide ongoing local multi-disciplinary training programs.</li> <li>2. Provide ongoing local technical assistance and assessment (qualitative and quantitative).</li> </ol> <p><b>Technology Grant Action Strategy</b></p> <ol style="list-style-type: none"> <li>1. Provide ongoing local training in combination with annual regional and statewide training focused on utilization of outcome based management reports and case management tools designed to improve information related to safety, permanency, timeliness and due process.</li> <li>2. Implement statewide technical assistance plan.</li> </ol> <p><b>Training Grant Action Strategy</b></p> <ol style="list-style-type: none"> <li>1. Provide annual regional cross-systems training.</li> <li>2. Provide annual statewide judicial training.</li> <li>3. Provide annual statewide cross-systems training.</li> <li>4. Provide ongoing local multi-disciplinary trainings.</li> <li>5. Provide training to court appointed attorneys.</li> </ol>	<p>A. Increase training for all stakeholders in the child welfare system that leads to changes in practice designed to improve outcomes for children and families.</p> <p>B. Improve legal representation in dependency and neglect cases.</p> <p>C. Utilize technology to improve outcomes related to safety, permanency, timeliness and due process.</p> <p>D. Expand resources and identify strategies for effective utilization of existing resources through the implementation of best practices.</p>	<p>Judicial officers, social services representatives, and other professionals in child welfare system are more effective decision makers.</p>

## CIP Five Year Workplan (Basic, Technology, and Training Grants)

### Year 1 (October 2007 - September 2008)

#### Basic Grant Action Strategy

Task #	Action	Start Date	Target Completion Date	Performed by	Indicator	Notes	Status
1.01	Establish Best Practice Court Lead Judge in each Judicial District	March 2007	October 2007	Chief Judges, FLP staff	<ul style="list-style-type: none"> <li>Each judicial district designates a lead judge</li> <li>Contact of FLP staff with Lead Judge</li> <li>Pre-visit preparations between FLP staff and Lead Judge</li> </ul>	In March 2007 Chief Judge's designated Lead Judges. Verification of these assignments will be completed July 2007-October to account for any changes.	Ongoing
1.02	Coordinate site visits in each judicial district	July 2007	September 2008	FLP Staff	<ul style="list-style-type: none"> <li>Site visit schedule developed</li> <li>Site visits commence</li> <li>Assist Lead Judge in identifying and inviting stakeholders to BPC meeting</li> </ul>	Ideally multi-disciplinary stakeholders will participate in meetings	Ongoing
1.03	Identify stakeholders in each jurisdiction	October 2007	September 2008	Lead Judge and local team, FLP Staff	<ul style="list-style-type: none"> <li>Begin site visits</li> <li>Explain the Best Practice Court Program to local teams</li> <li>Finalize membership of MDT</li> <li>Explain BPC Program tiers</li> <li>Establish local goals</li> </ul>	Establish regular meetings of stakeholders	Ongoing
1.04	Develop site visit assessment tool	July 2007	October 2007	FLP Staff	<ul style="list-style-type: none"> <li>Assessment tool developed for BPC Program rollout</li> </ul>	Data collected during site visit	Ongoing
1.05	Assess the needs in each jurisdiction	October 2007	September 2008	FLP, Staff, Local Teams	<ul style="list-style-type: none"> <li>Assess training and technical assistance needs and develop plan for each district</li> <li>Organize and refine BPC Program Tiers</li> <li>Complete statewide site visits</li> </ul>	Administer assessment tool during site visits and collect data	Ongoing
1.06	Implement or update Chief Justice Directive 96-08 and 98-02 plans in each judicial district.	October 2007	September 2008	FLP Staff, Lead Judge, Local Teams	<ul style="list-style-type: none"> <li>District plan established in each jurisdiction.</li> <li>Provide technical assistance.</li> </ul>	This is the primary focus of the BPC Program in Year One.	Ongoing
1.07	Implement NCJFCJ Best Practices	October 2007	September 2008	FLP Staff, Lead Judge, Local Stakeholders, NCJFCJ Staff	<ul style="list-style-type: none"> <li>Execute Model Court Contract with NCJFCJ</li> <li>Conduct NCJFCJ site visits</li> <li>Provide NCJFCJ resources to Lead Judges and jurisdictions across the state</li> </ul>	Technical assistance from the NCJFCJ will assist in implementing best practices	Ongoing

1.08	Hold Annual Family Issues Conference	June 2008	June 2008	FLP Staff	<ul style="list-style-type: none"> <li>• Share best practices among jurisdictions</li> <li>• Conduct Lead Judge Meeting</li> <li>• Judicial employees receive training</li> </ul>		
1.09	Participate in 2008 CFSR	May 2007	October 2008	CIP Coordinator, CIP, Local Teams	<ul style="list-style-type: none"> <li>• CIP involvement in CFSR activities</li> <li>• CIP Coordinator involvement in CFSR activities</li> <li>• Judicial representatives draft specific items of Program Improvement Plan</li> <li>• Update long term strategic plan based on CFSR</li> </ul>		
1.10	Coordinate with the Colorado Department of Human Services and hold annual Child Welfare Conference	June 2008	June 2008	FLP Staff	<ul style="list-style-type: none"> <li>• Local teams attend conference</li> <li>• Local teams receive training</li> </ul>		
1.11	Provide specialized training and technical assistance to Respondent Parent's Counsel	August 2007	Ongoing	Representation Coordinator	<ul style="list-style-type: none"> <li>• Training activities conducted</li> </ul>	RPC Task Force recommendations followed and implemented.	
1.12	Share best practices	August 2007	Ongoing	CIP, CIP Coordinator, Local Teams	<ul style="list-style-type: none"> <li>• Sharing of information via trainings, conferences, email, site visits, and distribution lists</li> </ul>	Develop a clearinghouse for systematic delivery of information	
<b>Technology CIP Grant Action Strategy</b>							
1.1	Deliver collaborative training and technical assistance local teams	September 2007	September 2008	FLP Staff, CDHS Staff	Regularly scheduled collaborative trainings	Develop and adhere to training schedule	
1.2	Convene user group to plan for electronic transfer of caseworker reports	September 2007	June 2008	FLP Staff, CDHS Staff	Begin meeting in October 2007	Identify members by August 2007	
<b>Training CIP Grant Action Strategy</b>							
1.1	Hire a Training Coordinator	July 2007	October 2007	FLP Staff	Position filled not later than September 2007		
1.2	Establish regular Training Sub-Committee Meetings	July 2007	Ongoing	FLP Staff	Monthly meetings scheduled and held		

1.3	Assess all stakeholder training activities	October 2007	December 2007	Training Coordinator, Training Sub-Committee	Survey developed and administered		
1.4	Develop System Fundamental Curricula	October 2007	September 2008	Training Coordinator, Training Sub-Committee	Curricula is developed and tested in a pilot site		
1.5	Pilot Regional Training	April 2008	May 2008	Training Coordinator, FLP Staff	Hold training in pilot region		
1.6	Develop and refine judicial and legal advocacy training	October 2007	September 2008	Training Coordinator, Training Sub-Committee	Basic training materials completed and ready for piloting in an online environment no later than April 2008		
1.7	Develop Online Training	April 2008	April 2009	Training Coordinator, Training Sub-Committee	Materials placed online and available for limited use and testing		
1.8	Hold annual Family Issues Conference	September 2007	June 2008	Training Coordinator, Training Sub-Committee, FLP Staff	Conference held in June of 2008 and co-located with Child Welfare Conference		
1.9	Coordinate with the Colorado Department of Human Services	September 2007	June 2008	Training Coordinator, Training Sub-Committee, FLP Staff	Conference held in June of 2008 and co-located with Child Welfare Conference		
1.10	Coordinate with the Child and Family Services Review and incorporate results of the Program Improvement Plan into the training plan	July 2007	October 2008	Training Coordinator, Training Sub-Committee, FLP Staff, Colorado Department of Human Services Staff			
1.11	Re-establish training goals and priorities	July 2008	September 2008	Training Coordinator, Training Sub-Committee	Following conference and approximately 12 months of work the sub-committee will re-establish goals and priorities		

1.12	Measure effectiveness of training	October 2007	Ongoing	Training Coordinator, Training Sub-Committee, FLP Staff	Ongoing assessment of training to ensure effectiveness		
<b>Year Two (October 2008 - September 2009)</b>							
<b>Basic CIP Grant Action Strategy</b>							
2.1	Provide technical assistance to local teams	October 2008	Ongoing	FLP Staff, NCJFCJ Staff	<ul style="list-style-type: none"> <li>• Site visits</li> <li>• Delivery of off site assistance</li> <li>• Coordination of cross site visits</li> </ul>		
2.2	Assess implementation of Chief Justice Directives 96-08 and 98-02	October 2008	Ongoing	FLP Staff, Local Teams	<ul style="list-style-type: none"> <li>• Post plans on CIP website</li> </ul>		
2.3	Update BPC Program and long term strategic plan	June 2008	October 2008	FLP Staff, CIP	<ul style="list-style-type: none"> <li>• Revised plan developed</li> </ul>		
2.4	Deliver local and regional training	October 2008	Ongoing	FLP Staff	<ul style="list-style-type: none"> <li>• Delivery of training curriculum</li> </ul>		
2.5	Hold annual Family Issues Conference	June 2009	June 2009	FLP Staff	<ul style="list-style-type: none"> <li>• Share best practices among jurisdictions</li> <li>• Conduct Lead Judge Meeting</li> <li>• Judicial employees receive training</li> </ul>		
2.6	Coordinate with Colorado Department of Human Services and hold annual Child Welfare Conference	June 2009	June 2009	FLP Staff	<ul style="list-style-type: none"> <li>• Local teams attend conference</li> <li>• Local teams receive training</li> <li>• Local teams report back on established goals</li> </ul>		
2.7	Renew NCJFCJ Contract	September 2008	September 2008	CIP Coordinator	Contract executed		
2.8	Provide specialized training and technical assistance to Respondent Parent's Counsel	August 2007	Ongoing	Representation Coordinator	Training activities conducted	RPC Task Force recommendations followed and implemented	
2.9	Share best practices	August 2007	Ongoing	CIP, CIP Coordinator, Local Teams	Sharing of information via trainings, conferences, email, site visits, and distribution lists	Develop a clearinghouse for systematic delivery of information	



<b>Technology CIP Action Strategy</b>							
2.1	Monitor implementation and analyze impact of FAMJIS, and provide ongoing training and technical assistance	Ongoing		FLP Staff, CDHS Staff, Technology Sub-Committee	Regularly scheduled site visits	Sharing of best practices across jurisdictions will begin	
2.2	Program electronic transfer of case worker reports	July 2008	October 2008	FLP Staff, CDHS Staff	Complete programming		
2.3	Implement electronic transfer of caseworker reports	November 2008	February 2009	Implement in pilot site and begin testing	Following pilot commence statewide rollout		
2.4	Convene user group for data exchange in delinquency cases, legal custody, and provide ICWA case information	July 2008	October 2008	FLP Staff, CDHS Staff	Commence regular meetings in August 2008	Identify members by July 2008	
2.5	Program data exchange in delinquency cases, legal custody and provide ICWA case information	November 2008	March 2009	FLP Staff, CDHS Staff	Complete programming		
2.6	Implement data exchange in delinquency cases, legal custody and provide ICWA case information	March 2009	August 2009	FLP Staff, CDHS Staff	Implement in pilot site and begin testing	Following pilot commence statewide roll out	
<b>Training CIP Grant Action Strategy</b>							
2.1	Develop Statewide Training Calendar	October 2008	May 2009	Training Coordinator, Training Sub-Committee	An online calendar is created		
2.2	Regular Training Sub-Committee Meetings	Ongoing	Ongoing	Training Coordinator, Training Sub-Committee	Monthly meetings		
2.3	Implement System Fundamental Training Curricula	October 2008	September 2009	Training Coordinator, Training Sub-Committee, FLP Staff	Begin to hold local and regional training		

2.4	Implement judicial and legal advocacy training	October 2008	September 2009	Training Coordinator, Training Sub-Committee, FLP Staff	Conduct statewide and online training		
2.5	Implement Online Training	October 2008	September 2009	Training Coordinator, Training Sub-Committee, FLP Staff	Make online training available on a limited basis to measure effectiveness		
2.6	Deliver State, regional, and local training	October 2008	September 2009	Training Coordinator, Training Sub-Committee, FLP Staff	The delivery of training will commence		
2.7	Hold annual Family Issues Conference	September 2008	June 2009	Training Coordinator, Training Sub-Committee, FLP Staff	Conference held in June of 2009 and collocated with Child Welfare Conference		
2.8	Coordinate with the Colorado Department of Human Services	September 2008	June 2009	Training Coordinator, Training Sub-Committee, FLP Staff, Colorado Department of Human Services Staff	Conference held in June 2009 and co-located with the Child Welfare Conference		
2.9	Re-establish training goals and priorities	July 2008	September 2008	Training Coordinator, Training Sub-Committee	Following conference and approximately 12 months of work the sub-committee will re-establish goals and priorities		
2.10	Measure effectiveness of training	October 2007	Ongoing	Training Coordinator, Training Sub-Committee, FLP Staff	Ongoing assessment of training to ensure effectiveness		

**Year 3 (October 2009 - September 2010)**

**Basic CIP Grant Action Strategy**

3.1	Provide technical assistance to local teams	October 2009	Ongoing	FLP Staff, NCFFCJ Staff	<ul style="list-style-type: none"> <li>• Site visits</li> <li>• Delivery of off site assistance</li> <li>• Coordination of cross site visits</li> </ul>		
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3.2	Assess implementation of Chief Justice Directives 96-08 and 98-02	October 2009	Ongoing	FLP Staff, Local Teams	Post plans on CIP website		
3.3	Update BPC Program and long term strategic planning	June 2009	October 2009	FLP Staff, CIP	Revised plan developed		
3.4	Deliver local and regional training	October 2009	Ongoing	FLP Staff	Delivery of training curriculum		
3.5	Hold Annual Family Issues Conference	June 2010	June 2010	FLP Staff	<ul style="list-style-type: none"> <li>• Share best practices among jurisdictions</li> <li>• Conduct Lead Judge Meeting</li> <li>• Judicial employees receive training</li> </ul>		
3.6	Coordinate with the Colorado Department of Human Services and hold annual Child Welfare Conference	June 2010	June 2010	FLP Staff	<ul style="list-style-type: none"> <li>• Local teams attend conference</li> <li>• Local teams receive training</li> <li>• Local team report back on established goals</li> </ul>		
3.7	Renew NCFJCF Contract	September 2010	September 2010	CIP Coordinator	Contract executed		
3.8	Provide specialized training and technical assistance to Respondent Parent's Counsel	August 2007	Ongoing	Representation Coordinator	Training activities conducted	RPC Task Force recommendations followed and implemented	
3.9	Share best practices	August 2007	Ongoing	CIP, CIP Coordinator, Local Teams	Sharing of information via trainings, conferences, email, site visits, and distribution lists	Develop a clearing house for systematic delivery of information	
<b>Technology CIP Grant Action Strategy</b>							
3.1	Monitor implementation and analyze impact of FAMJIS, and provide ongoing training and technical assistance	Ongoing		FLP Staff, CDHS Staff, Technology Sub-Committee	Regularly scheduled site visits		
3.2	Investigate and explore the viability of e-filing of documents in D&N cases	September 2009	December 2009	FLP Staff	Hold meetings with JBIT and Public Access Committee	Determine the cost effectiveness and obstacles involved with e-filing	
3.3	Convene user group for data exchanges in adoption cases	August 2009	October 2009	FLP Staff, CDHS Staff	Commence regular meetings in September 2009	Identify members by August 2009	

3.4	Program data exchanges in adoption cases	November 2009	March 2010	FLP Staff, CDHS Staff	Complete programming and begin testing		
3.5	Implement data exchanges in adoption cases	April 2010	September 2010	FLP Staff, CDHS Staff	Implement in pilot site and commence statewide rollout		
3.6	Investigate access to CIS screen for caseworkers and other stakeholder	September 2009	December 2009	FLP Staff, CDHS Staff	Meet with Public Access Committee and programming staff		
3.7	Convene user group for automatic document generation	November 2009	June 2010	FLP Staff	Begin regular meetings in January 2010	Identify members by November 2009	
3.8	Begin programming for automatic document generation	July 2007	November 2010	FLP Staff	Program document generation and test		
3.9	Convene user group for additional management reports	August 2010	November 2010	FLP Staff	Commence regular meetings in January 2011		
<b>Training CIP Grant Action Strategy</b>							
3.1	Deliver State, regional and local training	October 2009	September 2010	Training Coordinator, Training Sub-Committee, FLP Staff	The delivery of training will commence		
3.2	Hold annual Family Issues Conference	September 2009	June 2010	Training Coordinator, Training Sub-Committee, FLP Staff	Conference held in June of 2010 and co-located with Child Welfare Conference		
3.3	Coordinate with the Colorado Department of Human Services	September 2009	June 2010	Training Coordinator, Training Sub-Committee, FLP Staff, Colorado Department of Human Services Staff	Conference held in June 2010 and co-located with the Child Welfare Conference		

3.4	Re-establish train goals and priorities	July 2009	September 2009	Training Coordinator, Training Sub-Committee, FLP Staff, Colorado Department of Human Services Staff	Following conference and approximately 12 months of work the sub-committee will re-establish goals and priorities		
3.5	Measure effectiveness of training	October 2008	Ongoing	Training Coordinator, Training Sub-Committee, FLP Staff	Ongoing assessment of training to ensure effectiveness		

#### Year 4 (October 2010 - September 2011)

##### Basic CIP Grant Action Strategy

4.1	Provide technical assistance to local teams	October 2010	Ongoing	FLP Staff, NCJFCJ Staff	<ul style="list-style-type: none"> <li>• Site visits</li> <li>• Delivery of off site assistance</li> <li>• Coordination of cross site visits</li> </ul>		
4.2	Assess implementation of Chief Justice Directives 96-08 and 98-02	October 2010	Ongoing	FLP Staff, Local Teams	Post plans on CIP website		
4.3	Update BPC Program and long term strategic plan	June 2010	October 2010	FLP Staff, CIP	Revised plan developed		
4.4	Deliver local and regional training	October 2010	Ongoing	FLP Staff	Delivery of training curriculum		
4.5	Hold Annual Family Issues Conference	June 2011	June 2011	FLP Staff	<ul style="list-style-type: none"> <li>• Share best practices among jurisdictions</li> <li>• Conduct Lead Judge Meeting</li> <li>• Judicial employees receive training</li> </ul>		
4.6	Coordinate with the Colorado Department of Human Services and hold annual Child Welfare Conference	June 2011	June 2011	FLP Staff	<ul style="list-style-type: none"> <li>• Local teams attend conference</li> <li>• Local teams receive training</li> <li>• Local team report back on established goals</li> </ul>		

4.7	Renew NCJFCJ	September 2010	September 2010	CIP Coordinator	• Contract executed		
4.8	Planning to establish Summit on Children	October 2010	May 2011	FLP Staff	• Training activities conducted		
4.9	Provide specialized training and technical assistance to Respondent Parent's Counsel	August 2007	Ongoing	Representation Coordinator	• Training activities conducted	RPC Task Force recommendations followed and implemented	
4.10	Share best practices	August 2007	Ongoing	CIP, CIP Coordinator, Local Teams	• Sharing of information via trainings, conferences, email, site visits and distribution lists	Develop a clearinghouse for systematic delivery of information	
<b>Technology CIP Grant Action Strategy</b>							
4.1	Monitor implementation and analyze impact of FAMJIS, and provide ongoing training and technical assistance	Ongoing		FLP Staff, CDHS Staff, Technology Sub-Committee	Regularly scheduled site visits	Sharing of best practices across jurisdictions will begin	
4.2	Complete programming for automated documented generation	December 2010	April 2011	FLP Staff	Program and test document generation		
4.3	Implement automatic document generation	May 2011	June 2011	FLP Staff	Implement programs statewide		
4.4	Program additional management reports	May 2011	August 2011	FLP Staff	Complete programming and testing		
4.5	Implement additional management reports	September 2011	December 2011	FLP Staff	Implement statewide		
<b>Training CIP Grant Action Strategy</b>							
4.1	Deliver State, regional and local training	December 2010	September 2011	Training Coordinator, Training Sub-	The delivery of training will commence		

				Committee, FLP Staff			
4.2	Hold annual Family Issues Conference	September 2010	June 2011	Training Coordinator, Training Sub-Committee, FLP Staff	Conference held in June of 2011 and co-located with Child Welfare Conference		
4.3	Coordinate with the Colorado Department of Human Services	September 2010	June 2011	Training Coordinator, Training Sub-Committee, FLP Staff, Colorado Department of Human Services	Conference held in June of 2011 and co-located with Child Welfare Conference		
4.4	Re-establish training goals and priorities	July 2010	September 2011	Training Coordinator, Training Sub-Committee	Following conference and approximately 12 months of work the sub-committee will re-establish goals and priorities		
4.5	Measure effectiveness of training	October 2010	Ongoing	Training Coordinator, Training Sub-Committee, FLP Staff	Ongoing assessment of training to ensure effectiveness		
4.6	Plan to establish a Summit on Children	September 2010	June 2011	Training Coordinator, Training Sub-Committee, FLP Staff, Colorado Department of Human Services	Schedule 2012 Summit		
<b>Year 5 (October 2011 - September 2012)</b>							
<b>Basic CIP Grant Action Strategy</b>							
5.1	Provide technical assistance to local teams	October 2011	Ongoing	FLP Staff, NCFFCJ Staff	<ul style="list-style-type: none"> <li>• Site visits</li> <li>• Delivery of off site assistance</li> <li>• Coordination of cross site visits</li> </ul>		
5.2	Assess implementation of Chief Justice Directives 96-08 and 98-02	October 2011	Ongoing	FLP Staff, Local Teams	Post plans on CIP website		

5.3	Update BPC Program and long term strategic planning	June 2011	October 2011	FLP Staff, CIP	Revised plan developed		
5.4	Deliver local and regional training	October 2011	Ongoing	FLP Staff	Delivery of training curriculum		
5.5	Hold Annual Family Issues Conference	June 2012	June 2012	FLP Staff	<ul style="list-style-type: none"> <li>• Share best practices among jurisdictions</li> <li>• Conduct Lead Judge Meeting</li> <li>• Judicial employees receive training</li> </ul>		
5.6	Coordinate with the Colorado Department of Human Services and hold annual Child Welfare Conference	June 2012	June 2012	FLP Staff	<ul style="list-style-type: none"> <li>• Local teams attend conference</li> <li>• Local teams receive training</li> <li>• Local team report back on established goals</li> </ul>		
5.7	Renew NCFJCF Contract	September 2011	September 2011	CIP Coordinator	Contract executed		
5.8	Hold Summit on Children	June 2012	June 2012	FLP Staff	Training activities conducted		
5.9	Provide specialized training and technical assistance to Respondent Parent's Counsel	August 2007	Ongoing	Representation Coordinator	Training activities conducted	RPC Task Force recommendations followed and implemented	
5.10	Share best practices	August 2007	Ongoing	CIP, CIP Coordinator, Local Teams	<ul style="list-style-type: none"> <li>• Sharing of information via trainings, conferences, email, site visits and distribution lists</li> </ul>	Develop a clearinghouse for systematic delivery of information	



# **APPENDIX B**

## **FAMJIS LIAISON JOB DESCRIPTION**

## **GENERAL STATEMENT OF DUTIES**

This position will be responsible for, but not limited to, the delivery of Family Justice Information System (FAMJIS) training and technical assistance and development of improved managerial procedures and practices. This position will act as a liaison between the Judicial Department, Colorado Department of Human Services (CDHS) and County Departments of Social/Human Services.

## **DETAILED FAMJIS DUTIES**

To ensure statewide implementation and utilization of the FAMJIS system, in local courts and County Departments of Social/Human Services, and to improve the coordination, communication and collaboration among the Judicial Department, CDHS, local courts and County Departments of Social Services this position will be required to:

- Travel to local jurisdictions;
- Serve as a CDHS liaison on the Court Improvement Program Technology sub-committee, attend meetings and respond to inquiries and requests from the sub-committee;
- Attend policy meetings conducted by Colorado Department of Human Services and Judicial Department staff;
- Function as the lead individual in communication and training regarding the FAMJIS Project to CDHS and County Departments of Social/Human Services. Responsible for providing training to the Judicial Department, CDHS and County Department personnel;
- Represent the needs of Colorado Department of Human Services and County Departments of Social/Human Services to the Judicial Department related to FAMJIS automation systems and Colorado TRAILS;
- Responsible for handling the resolution of individual problems that arise between County Departments of Social/Human Services and local court staff related to FAMJIS;
- Responsible for coordinating the efforts in the development of standard procedures to be used in the FAMJIS program. This responsibility includes the dissemination of information to CDHS and County Department representatives of any relevant new procedures promulgated by the Judicial Department and dissemination to the Judicial Department and County Department representatives of any relevant new procedures promulgated by CDHS.

## **DISTINGUISHING FACTORS**

The FAMJIS Liaison position is distinguished from other positions due to the need for statewide travel and focus on providing training and technical assistance to CDHS, local courts and County Departments of Social/Human Services. The position will also be responsible for research, compiling and analyzing data, and providing recommendations

based on findings which may influence local or state wide policies and procedures. This position will participate in ongoing program or project management responsibility.

### **ESSENTIAL FUNCTIONS OF THE POSITION**

Plans, administers, and implements state wide FAMJIS programs and projects. Serve as project leader for the development, implementation and maintenance of new policies and procedures among the state court system, Colorado Department of Human Services and County Departments of Social/Human services; develops training for new policies and procedures.

Reviews and evaluates organizational policies, practices, structure, functions, programs, work methods, resources, relationships between various organizational units and management, and program performance; increases efficiency and effectiveness of state court systems, Colorado Department of Human Services and County Departments of Social/Human Services.

Identifies problems among various departments of the state court system, Colorado Department of Human Services and county departments of social services; offers recommendations and implements solutions; compares estimates and trend projections through the application of mathematical or statistical methods.

Compiles and analyzes information collected; verifies accuracy of information; identifies issues and problems; formulates recommendations that will encourage change among the state court system, Colorado Department of Human Services and county departments of social services.

Drafts rules, administrative recommendations, and chief justice directives.

Prepares reports, schedules, forms, procedures and directives based upon research and evaluation of issues and problems.

Establishes response procedures designed to address internal and external requests for information.

Attends meetings and training as required.

Performs other duties as assigned.

### **SUPERVISORY RESPONSIBILITIES**

No formal supervisory responsibility. Responsible for one's own work product and may provide guidance, assistance, or mentorship to less knowledgeable or experienced coworkers, volunteers, or interns.

## **QUALIFICATIONS**

*To perform this job successfully, an individual must be able to perform each of the above essential functions satisfactorily. The requirements listed below are representative of the knowledge, skill, ability, physical and environmental conditions required of the employee on the job. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.*

## **EDUCATION and EXPERIENCE**

Graduation from an accredited college or university with a bachelor's degree and three years of experience in court operations, social/human service operations, office systems, methods and procedures, work measurement, forms design, program planning or other related fields. Additional work experience in these or other related fields may be substituted on a year for year basis for the required formal education.

Knowledge of Colorado Department of Human Services (CDHS) case management system, Colorado Trails, child welfare practices, experience working with County Departments of Social/Human Services required. Master of Social Work (MSW) preferred.

## **PHYSICAL DEMANDS**

While performing the duties of this job, the employee is regularly required to talk or hear. The employee frequently is required to use hands and fingers and reach with hands and arms. The employee is occasionally required to stand and reach with hands and arms. The employee must occasionally lift and/or move up to 10 pounds. Specific vision abilities required by this job include close vision, distance vision, peripheral vision, and ability to adjust focus.

## **WORK ENVIRONMENT**

The noise level in the work environment is usually quiet. This position is subject to varying and unpredictable situations; may handle emergency or crisis situations; is subject to many interruptions; may handle multiple calls and inquiries simultaneously; and may occasionally handle absentee replacement on short notice.

Apply to:

Kristine Vasquez

Staff Assistant

1301 Pennsylvania St., Suite 300

Denver, CO 80203

[kristine.vasquez@judicial.state.co.us](mailto:kristine.vasquez@judicial.state.co.us)

# **APPENDIX C**

## **MODEL COURT SCOPE OF WORK**

## **Exhibit A - SCOPE OF WORK**

### **Technical Assistance and Training By Colorado Model Court Liaison:**

#### *Conduct Site Visits*

The Colorado Model Court Liaison will conduct three (3) site visits during the contract term as follows:

- a. Visit one large jurisdiction (e.g., Denver, El Paso, Pueblo, or Brighton);
- b. Visit one medium-sized jurisdiction (e.g., Mesa or Weld); and
- c. Visit one rural jurisdiction (e.g., Montrose or Steamboat Springs).

The Colorado Model Court Liaison will coordinate with the Colorado SCAO Technical Contact to designate the jurisdiction to be visited for each category of visit. The Colorado Model Court Liaison will also work with the Colorado SCAO Technical Contact to craft each site visit agenda to focus on, but not limited to, docket management practices in each of the jurisdiction, prepare a report evaluating best practices as defined by the *RESOURCE GUIDELINES* in each of the locations, and make recommendations for future action steps to improve child welfare practice in juvenile court. The Colorado Model Court Liaison will train SCAO staff on site visit techniques, protocols, guidelines, and best practice evaluation, analysis, and feedback. Colorado SCAO will assign staff to be trained to accompany the Model Court Liaison on at least one site visit.

#### *One-Day RESOURCE GUIDELINES Training*

The Colorado Model Court Liaison will conduct three (3) on-site trainings during the contract term to facilitate a one-day resource guideline training in each jurisdiction in which a site visit took place for up to 100 participants at each site. The training shall be designed for a wider regional audience of stakeholders. The Colorado SCAO will be responsible for venue, food, and participant costs for these trainings.

### **Technical Assistance and Training By Information Specialist:**

An Information Specialist will provide ongoing technical assistance up to the amount specified in the contract to all Colorado NCJFCJ members on request, including to formerly designated Model Court jurisdictions. The CIP will be responsible for communicating technical assistance contact information to all Colorado jurisdictions not currently designated as a Model Court site.

### **Reporting**

The PPCD will provide reports to the CIP as follows:

1. Reports after each site visit which are designed to be shared with other jurisdictions and serve as educational tools for best practices and system reform implementation;
2. A Quarterly Report outlining technical assistance requested by the Model Court and by NCJFCJ members to the Model Court Liaison and the Information Specialist; and
3. A Final Report, due within 30 days of the end of the performance period.

# **APPENDIX D**

## **FAMJIS CASE MATCHING REPORTS**

## Dependency and Neglect Case Matching Report (a)

### First Quarter FY-08

Judicial District	Total # Of Cases Filed	Total # Of Cases Matched	% of Cases Matched	Ranking
1	83	69	84%	
2	119	112	94%	
3	11	7	64%	
4	158	143	90%	
5	4	0	0%	
6	10	4	40%	
7	22	18	82%	
8	33	32	96%	
9	2	0	0%	
10	248	244	98%	
11	15	7	47%	
12	19	7	37%	
13	20	16	80%	
14	4	4	100%	
15	3	2	67%	
16	10	7	80%	
17	42	37	88%	
18	29	23	79%	
19	28	26	93%	
20	35	35	100%	
21	10	6	60%	
22	3	1	33%	

(a)



**Court Location** 21  
**Date Range** 07/01/07 - 09/30/07  
 Total # of cases filed during time frame 148  
 Total # of matched open cases 133  
 % of matched open cases 90%  
 \* Identifying information has been changed

**Un-Matched Open Cases**

Case Number	Name	Pseudo Client ID	DOB	Party	Client ID
2007JV####	Doe, FREDDIE	JV000#####		RSP	0
	Doe, ALONZO	JV000#####	1/24/1993	CHI	0
	Doe, CHRISTOPHER	JV000#####	3/11/1997	CHI	0
2007JV####	Doe, LORENZO	JV000#####	2/28/1993	CHI	0
2007JV####	Doe, TAMMARA	JV000#####	4/22/1990	CHI	0
	Doe, THERESA	JV000#####		RSP	0
	Doe, TOMMY	JV000#####	1/3/1960	RSP	0
2007JV####	Doe, MADISON	JV000#####	5/1/2001	CHI	0
	Doe, SHANE	JV000#####	6/6/1973	RSP	0
2007JV####	Doe, MARIA	JV000#####	11/10/1954	RSP	0
	Doe, MORGON	JV000#####	9/30/1994	CHI	0
	Doe, ANGELA	JV000#####	8/23/1993	CHI	0
2007JV####	Doe, STUART	JV000#####	1/4/1997	CHI	0
	Doe, GABRIELA	JV000#####	6/28/2001	CHI	0
	Doe, JOSEPH	JV000#####	8/26/2007	CHI	0
2007JV####	Doe, IGNACIO	JV000#####	6/3/1986	RSP	0
	Doe, ABENICO	JV000#####	6/11/2006	CHI	0
2007JV####	Doe, CARLOS	JV000#####	10/19/1979	RSP	0
	Doe, CARIE	JV000#####	1/27/1968	RSP	0
	Doe, DYLAN	JV000#####	7/9/1997	CHI	0
2007JV####	Doe, DUSTIN	JV000#####	7/9/1997	CHI	0
	Doe, BLAIR	JV000#####	10/25/2001	CHI	0
	Doe, SAMANTHA	JV000#####	3/6/1969	RSP	0
2007JV####	Doe, MARK	JV000#####	4/10/1958	RSP	0
	Doe, LORRAINE	JV000#####	3/7/1968	RSP	0
	Doe, SCOTT	JV000#####	4/30/1968	RSP	0
2007JV####	Doe, KIRAH	JV000#####	2/18/1993	CHI	0
	Doe, KEELAN	JV000#####	5/8/2007	CHI	0

	Doe, NOAH	JV000#####	4/23/2006	CHI	0
	Doe, BRIDGET	JV000#####	3/14/1983	RSP	0
	Doe, DAVID	JV000#####	7/3/1983	RSP	0
2007JV####	Doe, MARIO	JV000#####	7/22/1975	RSP	0
	Doe, JOSE	JV000#####	6/19/1981	RSP	0
	Doe, IRMA	JV000#####	9/26/1982	RSP	0
	Doe, EDWIN	JV000#####	10/11/2006	CHI	0
	Doe, LINETT	JV000#####	7/3/2004	CHI	0
	Doe, SAUL	JV000#####	9/18/2001	CHI	0
2007JV####	Doe, BRETT	JV000#####	8/6/2007	CHI	0
	Doe, KEENA	JV000#####	7/3/1985	RSP	0
	Doe, BRETT	JV000#####	3/3/1981	RSP	0
2007JV####	Doe, ANGEL	JV000#####	8/22/1991	CHI	0
	Doe, SONYA	JV000#####	3/30/1962	RSP	0
2007JV####	Doe, BRIAN	JV000#####		RSP	0
	Doe, ALYSSA	JV000#####	1/30/1987	RSP	0
	Doe, ANDREW	JV000#####		RSP	0
	Doe, ISAIAH	JV000#####	6/10/2005	CHI	0
	Doe, SKY	JV000#####	4/20/2003	CHI	0
	Doe, JEREMIAH	JV000#####	9/25/2007	CHI	0
	Doe, BENJAMIN	JV000#####	1/30/1987	RSP	0

# **APPENDIX E**

## **FAMJIS TRAINING CURRICULUM**



# AGENDA

## Family Justice Information System (FAMJIS) Site Visits

---

### Separate Individual Morning Sessions for Judicial and DHS

#### Judicial

- Overview of FAMJIS providing a broader explanation of what's happening with data exchange and the project
- Enhanced training for CLI (case history building process)
- DNF connection process
- Overview of CIS (Centralized Information Screen)
- Touch on the key events for coding that affect the management reports

#### Human Services

- Overview of FAMJIS providing a broader explanation of what's happening with data exchange and the project
- Overview of Eclipse interface with Trails
- Unmatched Case Connection
- Timeliness of data entry and affects on both agencies
- Review available reports in Trails to assist with Court process

### Joint Afternoon Session for all Staff

- Live demonstration of connection process for both agencies
- Awareness about increasing collaborative efforts between agencies, how the agency is doing, what is and isn't working, how we affect each other's business
- Benefits of real time data exchange
- Importance of data integrity

# **APPENDIX F**

## **STATEWIDE FAMJIS TRAINING SCHEDULE**

# Save the Date!



## FAMJIS Site Visits

Coming soon to a location near you between October 2007 – November 2008!



**PURPOSE:** To strengthen and reinforce training of ICON/Eclipse and the interface with Trails in relation to the Family Justice Information System (FAMJIS) Project (formerly known as SANCA – Strengthening Abuse and Neglect Courts in America).

We would like to schedule a one-day site visit for each district within the weeks identified below. This one day visit will include separate meetings for Judicial and Child Welfare in the morning and a joint visit in the afternoon. The site visit will include:

- Higher level re-training of FAMJIS, both on ICON/Eclipse for judicial staff and Trails for Child Welfare workers.
- Discussion on how each agency is doing with this effort
- What is and isn't working
- How we affect each others' business

Site Visit Proposed Week	Judicial District	County
10/01/07	21 <sup>st</sup>	Mesa
11/05/07	6 <sup>th</sup> /22 <sup>nd</sup>	Dolores, Montezuma, La Plata, San Juan, Archuleta
12/03/07	12 <sup>th</sup>	Saguache, Mineral, Rio Grande, Alamosa, Costilla, Conejos
01/07/08	5 <sup>th</sup>	Clear Creek, Summit, Eagle, Lake
01/28/08	17 <sup>th</sup>	Adams, Broomfield
02/11/08	18 <sup>th</sup>	Arapahoe, Douglas, Elbert, Lincoln
02/25/08	2 <sup>nd</sup>	Denver
03/10/08	1 <sup>st</sup>	Jefferson, Gilpin
03/31/08	3 <sup>rd</sup>	Huerfano, Las Animas
04/14/08	19 <sup>th</sup>	Weld
04/28/08	10 <sup>th</sup>	Pueblo
05/12/08	15 <sup>th</sup>	Cheyenne, Kiowa, Prowers, Baca
07/14/08	8 <sup>th</sup>	Larimer, Jackson
07/28/08	7 <sup>th</sup>	Delta, Gunnison, Montrose, San Miguel, Ouray, Hinsdale
08/11/08	9 <sup>th</sup>	Rio Blanco, Garfield, Pitkin
08/25/08	16 <sup>th</sup>	Crowley, Otero, Bent
09/08/08	14 <sup>th</sup>	Moffat, Routt, Grand
09/15/08	11 <sup>th</sup>	Park, Chaffee, Fremont, Custer
10/06/08	13 <sup>th</sup>	Morgan, Logan, Sedgwick, Phillips, Yuma, Washington, Kit Carson
10/20/08	4 <sup>th</sup>	El Paso, Teller
11/03/08	20 <sup>th</sup>	Boulder

## ***What is FAMJIS?***

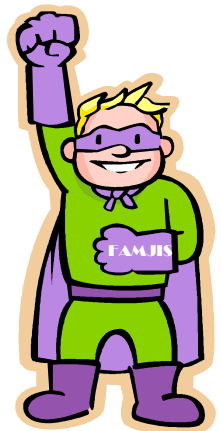
The FAMJIS (Family Justice Information System) effort began in 2003 with the federally sponsored Strengthening Abuse and Neglect Courts in America (SANCA) project, aimed at strengthening efforts in child dependency and neglect cases. This effort involves electronically sharing information with other state/local entities; improving data integrity through the development of best business practices; and making critical information more readily available to all interested governmental entities in order to enhance the quality of decision-making and public safety. Better informed decision making has been made possible by real-time data exchange between the courts and social services allowing access to a comprehensive snapshot of a child or a family's progress through the courts, including the number of times the child has been moved, the services a family has received, and the other cases involving that family. As one magistrate noted, "[FAMJIS] helps provide judicial officers with succinct information to make decisions in the best interests of the children." A caseworker can access D&N Court information via the interface, and no longer has to data-enter the information manually. This results in more accurate information, reduced paper flow between Courts and Social Services, and a reduction in dual data-entry.

## ***What we need from you:***

- Identify up to 18 SuperUsers (see below) from each Judicial District that would represent 1) both Court and Human Services staff (ie. 9 Court and 9 Human Services representatives) and 2) all court locations/counties within the district
- Select specific dates within the designated week that will work for both Judicial and Human Services Staff. We will schedule individual agency morning sessions followed by a joint afternoon meeting on the same day.
- Please send available dates to FAMJIS Analysts by close of business August 24, 2007
  - Judicial Staff please send available dates to Alison Young, FAMJIS Analyst, [alison.young@judicial.state.co.us](mailto:alison.young@judicial.state.co.us)
  - Child Welfare Staff please send available dates to Caitlin Smith, FAMJIS Analyst, [caitlin.smith@state.co.us](mailto:caitlin.smith@state.co.us)

### ***A SuperUser is someone who:***

- Is comfortable with ICON/Eclipse or Trails
- Is willing to guide other users in the use of the applications and troubleshooting
- Is a natural leader
- Is involved in the court process for handling Dependency and Neglect cases
- Communicates effectively
- Is considered the "go-to" person
- Will share results of the site visits with the rest of the staff



## ***What we will do for you:***

- Confirm dates for each site visit by September 21<sup>st</sup>
- Distribute site visit agenda and confirm location in advance. The agenda will include a schedule, a description of sessions, and a list of recommended participants
- Conduct and provide analysis of current FAMJIS status
- Provide support as needed for SuperUser

## **APPENDIX G**

### **BENEFITS OF NCJFCJ MEMBERSHIPS**





**Q: How can membership in NCJFCJ benefit me?**

**A: We are so glad you asked! Here's how this professional organization can assist you:**

- **Continuing education opportunities** through conferences, seminars and training events which include topics of interest to professionals working in juvenile and family justice and related fields. **Discounts on registration fees** for select conferences.
- **Participation in working committees** which cover a number of areas of concern within the juvenile and family court. We address issues concerning child abuse and neglect, substance abuse, family and domestic violence, juvenile delinquency and graduated sanctions, tribal issues, mental health and education issues, among others.
- Access to current, pertinent and valuable **technical assistance** on a wide variety of subjects, ranging from provision of materials to in-depth, individualized, or on-site consultation to assist with planning for systems change.
- The support of **networking opportunities with judges and other key professionals** across the country who are also working to improve outcomes for children and families.
- The opportunity to draw upon the expertise of **NCJFCJ faculty** who represent a number of professional disciplines and are recognized nationally for their expertise.
- The opportunity to draw upon the resources of **NCJFCJ professional staff**, representing multiple disciplines and a breadth of knowledge and skill in issues related to juvenile and family topics.
- **Subscription to the *Juvenile and Family Court Journal***, which presents articles on topics related to the field of juvenile justice and family law. Approximately once a year an issue is devoted to a single timely and relevant subject, such as child abuse, permanency planning, or domestic violence.
- **Subscription to the *Juvenile and Family Law Digest***, published online monthly, containing the latest decisions in cases involving juvenile and family justice issues.
- **Subscription to the *Juvenile and Family Justice TODAY Magazine***, published quarterly, which highlights member and organization activities as well as articles of interest to the field.
- A **comprehensive website at [www.ncjfcj.org](http://www.ncjfcj.org)** with numerous publications and information resources, which includes a **Members Only webpage** providing archived issues of the above publications, NCJFCJ organizational information, discussion forums, and much more.
- **If you are eligible to join as a judicial member, you will also have the opportunity to vote** on important issues that come before the membership.

☛ **All our members contribute to improved systems for children and families. We need your voice!** ☛

**The NCJFCJ can assist you in improving your response to individuals, children and families who encounter the juvenile and family law system. Join the network of judges, court personnel, and other professionals working on systems change and improved outcomes for those who will shape our future.**

UNIVERSITY OF NEVADA P.O. Box 8970 RENO, NV 89507  
1041 NORTH VIRGINIA STREET THIRD FLOOR RENO, NV 89503  
775/784-6012 775/784-6628 FAX

# **APPENDIX H**

## **FAMJIS PRE-TRAINING SURVEYS**

FAMJIS - Court Staff

[Exit this survey >>](#)

As you may be aware, representatives from the State Court Administrator's Office and the Division of Child Welfare in the Department of Human Services will be coming to meet with members of your staff soon to provide training and discuss the status of FAMJIS efforts in your location.

The purpose of this survey is to determine how FAMJIS is currently used in your district and what problems or obstacles may exist so that the training and discussion that takes place can be tailored to fit your needs and so that you receive the most benefit from this site visit.

Please answer the questions as freely as possible and, if needed, take advantage of the space for open comment at the end of the survey. The more we can learn about your district's experience with the SANCA and FAMJIS projects the better our time together will be.

Thank you in advance for your time.

**1. What is your position title?**

If your position title does not appear in the list above, please type it in here:

**2. In what county is your court located?**

**3. Please mark each of the following activities that you perform in D&N cases:**

Create Case

Enter Scheduled Events

Enter Minute Orders

Docket Paperwork

Enter Coding

**4. How would you rate your knowledge of the Strengthening Abuse and Neglect Courts in America (SANCA) project?**

Very Good

Good

Fair

Poor

Very Poor

**5. How would you rate your knowledge of the Family Justice Information System (FAMJIS) project?**

Very Good

Good

Fair

Poor

Very Poor

**6. Do you know how to access the Electronic Dependency & Neglect Filing (DNF)**

**Screen?**

Yes

No

**7. Are you aware that you can accept new D&N cases through the DNF screen?**

Yes

No

**8. If yes, are you comfortable with the process for accepting new D&N case filings through the DNF screen?**

Yes

No

**9. If you are accepting new D&N cases through the DNF screen, do you feel like they are being transferred into Eclipse correctly?**

Yes

No

**10. On average, how many times do you access the DNF screen per month?**

Next >>

FAMJIS - Court Staff

[Exit this survey >>](#)

**11. How would you rate your knowledge of the Client Index?**

Very Good

Good

Fair

Poor

Very Poor

**12. Do you know how to access the Client Index (CLI)?**

Yes

No

**13. Do you use the CLI to build case history?**

Yes

No

**14. If yes, are you comfortable with the process for building case history through the CLI?**

Yes

No

[<< Prev](#)

[Next >>](#)

FAMJIS - Judges, Facilitators & Administrative Staff [Exit this survey >>](#)

As you may be aware, representatives from the State Court Administrator's Office and the Division of Child Welfare in the Department of Human Services will be coming to meet with members of your staff soon to provide training and discuss the status of FAMJIS efforts in your location.

The purpose of this survey is to determine how FAMJIS is currently used in your district and what problems or obstacles may exist so that the training and discussion that takes place can be tailored to fit your needs and so that you receive the most benefit from this site visit.

Please answer the questions as freely as possible and, if needed, take advantage of the space for open comment at the end of the survey. The more we can learn about your district's experience with the SANCA and FAMJIS projects the better our time together will be.

Thank you in advance for your time.

**1. What is your position title?**

If your position title does not appear in the list above, please type it in here:

**2. In what county is your court located?**

**3. How would you rate your knowledge of the Strengthening Abuse and Neglect Courts in America (SANCA) project?**

Very Good      Good      Fair      Poor      Very Poor

**4. How would you rate your knowledge of the Family Justice Information System (FAMJIS) project?**

Very Good      Good      Fair      Poor      Very Poor

**5. How would you rate your familiarity with the data the court receives through the case connection process with the Department of Human Services/Social Services (DSS)?**

Very Good      Good      Fair      Poor      Very Poor

**6. Is the Case Planning Sheet provided to you?**

Yes

No

**7. Do you know how to access the data received from DSS in Eclipse?**

Yes

No

**8. How would you rate your familiarity with the Centralized Information Screen (CIS)?**

Very Good

Good

Fair

Poor

Very Poor

**9. On average, how many times to you access the Centralized Information Screen (CIS) per month?**

Next >>

FAMJIS - Judges, Facilitators & Administrative Staff [Exit this survey >>](#)

**10. Have you made changes to the way you perform your work as a direct result of the SANCA project?**

Yes

No

**11. Is a CJA/Clerk in the courtroom with you during hearings?**

Yes

No

**12. If no, how do you communicate what happened in court with the staff for entry into Eclipse?**

Minute Order Worksheet

Verbal Communication with Staff

Provide Other Written Notes to Staff

Other (please specify)

**13. Do you believe you receive better case information as a result of the SANCA project?**

Yes

No

**14. Do you have easier access to case information as a result of the SANCA project?**

Yes

No

**15. Do the changes in information sharing made by the SANCA project assist in managing your D&N caseload?**

Yes

Somewhat

No

**16. Are there any issues or obstacles that you would like to see addressed during our visit?**



Please click on the "Submit" button below to submit your responses.

<< Prev

SUBMIT

FAMJIS - DHS Staff

[Exit this survey >>](#)

As you may be aware, representatives from the Division of Child Welfare and the Judicial Department will be coming to meet with members of your staff soon to provide training and discuss the status of FAMJIS efforts in your location.

The purpose of this survey is to determine how FAMJIS is currently used in your location and what problems or obstacles may exist so that the training and discussion that takes place can be tailored to fit your needs and so that you receive the most benefit from this site visit.

Please answer the questions as freely as possible and, if needed, take advantage of the space for open comment at the end of the survey. The more we can learn about your experiences with the ICON Interface and FAMJIS project the better our time together will be.

Thank you in advance for your time.

**1. What is your position title?**

If your position title does not appear in the list above, please type it in here:

**2. In what county are you located?**

**3. How would you rate your knowledge of the ICON Interface?**

Very Good      Good      Fair      Poor      Very Poor

**4. How would you rate your knowledge of the Family Justice Information System (FAMJIS) project?**

Very Good      Good      Fair      Poor      Very Poor

**5. Do you know where to access the following information from the ICON Interface in TRAILS? (mark all that apply)**

- |   |  |
|---|--|
| <input type="checkbox"/> Court Case Details | <input type="checkbox"/> Hearings                        |
| <input type="checkbox"/> Attorneys          | <input type="checkbox"/> Orders (includes Minute Orders) |
| <input type="checkbox"/> Motions            |  |

**6. Are you aware of the following ICON reports in Trails? (mark all that apply)**

Court Case Details (R443)

ICON Matching Guide (R437)

Court Hearings by Worker and Date  
(R398)

Unmatched ICON Court Cases (R436)

Court Hearings - Upcoming by Worker  
(R397)

**7. Are you aware that there is a "Send to ICON" button on the assessment window?**

Yes

No

**8. On average, how many times do you use the "Send to ICON" button on the assessment screen per month?**

Next >>

FAMJIS - DHS Staff

Exit this survey >>

**9. Are you aware that there is a "Send to ICON" button on the court module?**

Yes

No

**10. On average, how many times do you use the "Send to ICON" button on the court module per month?**

<< Prev

Next >>

# **APPENDIX I**

## **FAMJIS POST TRAINING SURVEY**

*Thank you for attending today's training. The Colorado Judicial Branch and the Department of Human Services are committed to providing quality education programs to our personnel. We would appreciate your feedback so we can continue to improve and better serve you!*

### **EVALUATION FORM**

Class – FAMJIS TRAINING AM / PM  
Date \_\_\_\_\_ Location \_\_\_\_\_

**Prior to today, my knowledge of this topic was:**

Minimal 1 2 3 4 5 Considerable

---

**The organization of the information and materials was:**

Unorganized  Organized  Very organized

---

**The clarity of the instructor when presenting information was:**

Unclear  Clear  Very Clear

---

**The techniques used to present the materials were:**

Inappropriate/Not Helpful  Appropriate  Very Appropriate/Helpful

---

**The instructor's pacing and timing on the instruction was:**

Inappropriate/Not Helpful  Appropriate  Very Appropriate/Helpful

---

**The instructor's encouragement of participation was:**

Inappropriate/Not Helpful  Appropriate  Very Appropriate/Helpful

---

**OVER PLEASE...**

**Did your understanding of the topic improve as a result of the training? If so, how?**

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**What will you do differently when you return to work?**

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**What was the strength of the program?**

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**What was the weakness of the program?**

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**Comments regarding specific Trainer:**

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**What additional training would assist you in your work?**

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Optional Information:

Name \_\_\_\_\_

Court/County Location \_\_\_\_\_

**Thank you for your time!**

# **APPENDIX J**

## **CHIEF JUSTICE MEMORANDUM**



# Office of the State Court Administrator

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**Gerald A. Marroney**  
*State Court Administrator*

**Carol M. Haller**  
*Legal Counsel*

**Troy C. Singleton**  
*Administrative Assistant*

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## DIRECTORS


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*Probation Services*

TO: District Court Judges  
FROM: Chief Justice Mary Mullarkey   
DATE: July 10, 2007  
RE: Compliance with Social Security Act

## I. Compliance with Social Security Act

In order for the Judicial Department to qualify for the Court Improvement Program (CIP) Grant the Chief Justice must issue a mandate to lower courts requiring them to ensure that notice of all court proceedings to foster parents, pre-adoptive parents or relative caregivers is being provided consistent with section 438 of the Social Security Act.<sup>1</sup> Statutory language in §19-3-702(2) requires the court to issue written notice and §19-3-502(7) and 19-2-906(1.5) have been updated to require that notice be provided for all hearings to child/juvenile, foster parents, pre-adoptive parents or relative care givers.<sup>2</sup>

## II. Requirement to Ensure Notice

The court is encouraged to collaborate closely with the child welfare agency to ensure that there is an effective mechanism for notice and that there is follow-up to ensure that notice is being provided to the necessary individuals.<sup>3</sup> Although courts must ensure that such notice is taking place, the courts themselves are not required to issue the notices.

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<sup>1</sup> ACYF-CB-PI-07-03

<sup>2</sup> Senate Bill 07-226

<sup>3</sup> ACYF-CB-PI-07-03

### **III. Procedures to Ensure Notice**

To comply with the requirements of federal law and program instruction (ACYF-CB-PI-07-03) all courts shall:

A) Provide Written Notice (Permanency Hearings Only where written notice has not been waived on the record)

1. Provide written notice or order the county department of social services to provide written notice in accordance with the provisions set forth in §19-3-702(2).
2. Routinely review the certificate of mailing to ensure that notice is being provided.

B) Provide Informal Notice (may be used for all hearings except Permanency Hearings)

1. Order the county department of social services to provide informal notice in accordance with the provisions set forth in §19-3-502(7) and 19-2-906 (1.5) (i.e. telephone, letter, fax).
2. Follow-up at subsequent hearing to ensure that notice was provided.

C) Provide Notice on the Record (may be used for all hearings except Permanency Hearings)

1. Provide notice on the record to child/juvenile, foster parents, pre-adoptive parents or relative caregivers if they are present at the hearing.

### **IV. Study the Utilization of Technology to Automate the Notice Process**

The Colorado State Court Administrator's Office, Division of Judicial Business Integrated with Technology Services (JBITS) shall study the viability of automating the process of providing written notice to child/juvenile, foster parents, pre-adoptive parents or relative caregivers and developing a reporting mechanism. The CIP Technology sub-committee shall file a report to the Court Improvement Coordinator by April 1, 2008 outlining the viability, a cost-benefit analysis and proposed timeframes for implementation so that the report can be incorporated into the 2008 CIP strategic plan.

### **V. Process and Compliance Assessment**

The CIP Legislation and Rules Sub-committee shall assess the rate of compliance with the notice provisions and the procedures being used statewide. Efforts should be made to coordinate with the Colorado Department of Human Services, Administrative Review Division (ARD) to survey child/juvenile, if age appropriate, foster parents, pre-adoptive parents, or relative caregivers, local courts, and local departments of social services. The CIP Legislation and Rules Sub-committee shall file a report to the Court Improvement Coordinator by April 1, 2008 so that the report can be incorporated in the CIP strategic plan.